



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Mark Linder

SUBJECT: EXPANDING STRONG
NEIGHBORHOODS CITY-WIDE

DATE: 05-30-06

Approved

/s/

Date

05/30/06

RECOMMENDATION

It is recommended that City Council consider the following amendments to the 2006-2007 Proposed Operating Budget:

- 1) Increase the City-Wide Strong Neighborhoods Initiative appropriation by \$724,518 to establish a staff team and to fund cost estimating and project development, outreach and translation, technical assistance, and general operations as part of the Building Strong Neighborhoods Pilot. This would include the addition of 1.0 Community Services Supervisor, 1.0 Planner, 2.0 Community Coordinators, 1.0 Analyst and 0.50 Strong Neighborhoods Manager positions.
- 2) Transfer 2.25 full-time Neighborhood Development Center positions and the corresponding budget from Parks, Recreation and Neighborhood Service Department, including existing staff and vacancies, to the Strong Neighborhoods Team under the direction of the City Manager's Office. This transfer to the City-Wide Strong Neighborhoods Initiative appropriation would include 1.0 Community Coordinator and 1.25 Community Activity Worker PT positions and;
- 3) Decrease the Neighborhood Investment Fund Reserve in the amount of \$724,518 to fund the actions above;

It is also recommended that the City Council approve the following actions:

- 1) Direct the City Manager to create a work plan and timeline for the Building Strong Neighborhoods Pilot for the August Building Strong Neighborhoods Committee meeting, and

- 2) Direct the City Manager and Redevelopment Agency Executive Director to review the Strong Neighborhoods Cooperative Agreement and make necessary revisions for City Council / Redevelopment Agency Board consideration.

BACKGROUND

In the State of the City Address delivered on February 8, 2006, Mayor Ron Gonzales recommended a \$5 million dollar investment to begin a citywide Strong Neighborhoods effort. After five years of successful planning and implementation, the lessons of the Strong Neighborhoods Initiative can provide the foundation for expanding Strong Neighborhoods beyond redevelopment areas and transforming the way the City works with all of its neighborhoods.

In the May 15, 2006 Building Strong Neighborhoods (BSN) memorandum approved by the Council Committee, staff recommended piloting Building Strong Neighborhoods in two areas that demonstrate a lack of connectivity with City departments and services: one pilot area demonstrating organization and infrastructure needs and the other area that has solid social organization and infrastructure. The BSN Committee recommended Seven Trees neighborhood for one pilot area and directed staff to select a neighborhood from Council District 9 for the second pilot. Staff intends to draw from lessons learned in piloting these distinct areas to inform a city-wide implementation strategy. After one year of implementation resulting in two neighborhood identified action plans, each pilot area will be evaluated to assess resources necessary to support the effort.

Staff also recommends piloting a city-wide community engagement approach using the Greenprint revision. Building Strong Neighborhoods staff, in collaboration with the Parks, Recreation and Neighborhood Services Department, will establish a city-wide community engagement framework to guide and inform the process. Future initiatives that will benefit from a comprehensive engagement strategy may be added to the work plan as appropriate. By applying best practices from Strong Neighborhoods, staff can engage communities around important City initiatives, organize pilot neighborhoods, establish vision, and create partnerships between the City and community through the creation of cross-departmental teams.

ANALYSIS

Through the Strong Neighborhoods Initiative, the City of San José has demonstrated its commitment to promote active community engagement in underserved areas, to create partnerships with City staff, and to align resources with neighborhood priorities. Building Strong Neighborhoods beyond redevelopment areas will enable this work to continue in neighborhoods throughout the City. The Building Strong Neighborhoods vision of success is: communities that feel safe 24 hours per day; the formal establishment of neighborhood vision and priorities; engaged neighborhood organizations

that feel ownership of their priorities and are empowered to implement them; and City coordinated service and project delivery in alignment with neighborhood priorities.

The Neighborhood Development Center (NDC) will be integral to the successful evolution of Strong Neighborhoods into Building Strong Neighborhoods, as NDC staff already operate at a city-wide level and have helped establish organizations across San José. The NDC will assist in the areas of outreach and neighborhood organizing, organizational development, leadership recruitment and development, translation and interpretation, and coordination with City departments and services as a formal part of the Strong Neighborhoods Team (see attached organizational chart). Existing NDC functions outside of the aforementioned areas of responsibility will be evaluated as part of the alignment process and will be implemented to the extent the functions support the overall goal of Building Strong Neighborhoods.

By formally aligning the NDC and Building Strong Neighborhoods pilot efforts with the Strong Neighborhoods Team, staff intend to build and sustain capable, cohesive, and action-oriented organizations that can effectively partner with City departments to implement neighborhood priorities and improve service delivery. The following table depicts the function for each aspect of the Strong Neighborhoods Team that will work to support this common goal. Recommended positions to staff this effort are located on the following page.

<i>Strong Neighborhoods Team Focus</i>	<i>Scope</i>	<i>Function</i>
Strong Neighborhoods Initiative	Within Strong Neighborhoods Initiative Redevelopment Project Area	<ul style="list-style-type: none"> • Implement neighborhood identified priorities • Improve City service delivery • Build leadership in Strong Neighborhoods Areas
Building Strong Neighborhoods Pilot	Within two pilot areas outside of redevelopment areas	<ul style="list-style-type: none"> • Build leadership and support organizations • Develop neighborhood vision and priorities • Utilize cross-departmental neighborhood teams to implement action agendas
Neighborhood Development Center	City-wide	<ul style="list-style-type: none"> • Outreach / organizing • Organizational and leadership development
Community Engagement Pilot	City-wide Greenprint revision	<ul style="list-style-type: none"> • Partner with PRNs to create and implement city-wide community engagement strategy around the Greenprint revision

EXISTING RESOURCES

The following filled NDC positions are currently included in the 2006-2007 Proposed Budget and are recommended to be transferred to the Strong Neighborhoods Team under the direction of the City Manager's Office:

NDC Personal Services Budget

Position	Cost
1.0 FTE Community Coordinator	\$98,590
0.75 PT Benefited Community Activity Worker	\$34,559
0.50 PT Benefited Community Activity Worker	\$21,174
2.25 FTE	Personal Sub Total \$154,323

ADDITIONAL RESOURCES REQUIRED

The following proposed positions and costs are recommended to support the Building Strong Neighborhoods Pilot for 2006-2007.

Personal Services Budget

Position	Cost
1.0 FTE Community Services Supervisor	\$99,827
1.0 FTE Planner I	\$74,280
1.0 FTE Community Coordinator	\$78,140
1.0 FTE Community Coordinator*	\$98,590
1.0 FTE Analyst*	\$84,181
0.5 FTE Strong Neighborhoods Manager**	\$69,500
5.5 FTE	Personal Sub Total \$504,518

Non-Personal Budget

Description	Cost
Cost Estimating and Project Development	\$30,000
Technical Assistance	\$150,000
Outreach and Translation	\$15,000
Operating (and start up)	\$25,000
Non-Personal Sub Total	\$220,000

Overall Budget

Description	Cost
<i>Personal Sub Total (5.5 FTE)</i>	\$504,518
<i>Non-Personal Sub Total</i>	\$220,000
ADDITIONAL RESOURCES REQUIRED TOTAL	\$724,518

* Indicates two NDC positions previously funded through Community Development Block Grant funding

** Existing Redevelopment Agency Strong Neighborhoods Manager position. City funded is required to allow the Manager to legally work in the non-redevelopment areas.

Staff developed the recommended non-personal budget based on the lessons learned from the initial 19 Strong Neighborhoods Improvement Plans. The recommendation provides support for cost estimating and project development, technical assistance including consultants and trainings, and outreach and translation. The project development and technical assistance funding is particularly critical in developing feasible action agendas in close collaboration with City departments.

As the Building Strong Neighborhoods areas will be ineligible for redevelopment funding, neighborhood priorities must utilize existing City resources and grants. Aligning priorities with the existing City services and programs will require close coordination with cross-departmental Neighborhood Teams. The \$5 million Neighborhood Improvement Fund Reserve, allocated for limited operating expenses, can support several years of organizing efforts in the community and provide the infrastructure for connecting community needs to department work plans. If used strategically, the Neighborhood Improvement Fund Reserve can leverage substantial resources for neighborhoods in terms of social capital and physical improvements.

CONCLUSION

For the past five years the Strong Neighborhoods Initiative has demonstrated the power of working with neighborhoods and citizen leaders collaboratively and openly to establish and address their own priorities. Aligning and leveraging resources, as well as looking at issues from the perspective of residents, has achieved a more responsive and inclusive service delivery system in the 19 Strong Neighborhoods areas. The establishment of the Building Strong Neighborhoods Team, and the alignment of this team with Strong Neighborhoods and the NDC, will allow this transformation to occur throughout San José.

As the Building Strong Neighborhoods model evolves, staff will conduct an extensive evaluation of city-wide effort. In addition to assessing performance and impact, staff will evaluate the placement of the Strong Neighborhoods Team within the City Manager's Office versus an individual City department.

The framework provided in this document is intended to be the first iteration of a series of memorandums detailing the progression of Building Strong Neighborhoods from vision to reality. In early Fall 2006, Strong Neighborhoods staff intends to bring pilot area recommendations, work plans, and an implementation schedule to the City Council for consideration.

/s/

MARK LINDER

Assistant City Manager

Attachment